

Message Text

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ACTION MMO-04

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FM AMEMBASSY PRAGUE
TO SECSTATE WASHDC 5245

UNCLAS SECTION 1 OF 3 PRAGUE 1104

E.O. 11652: N/A
TAGS: OGEN, AFSP
SUBJ: FY 80 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT

REF: STATE 063477

1. I. STATE GORM SUBMISSION - CZECHOSLOVAKIA

2. PACKAGE I OF III

3. HERE WE HAVE SELECTED 90 PERCENT OF OUR CURRENT
STATE DEPARTMENT LEVEL AT WHICH EMBASSY COULD EFFECTIVELY
PURSUE U.S. AGREED GOALS AND OBJECTIVES IN CZECHOSLOVAKIA
AND CARRY OUT THOSE ACTIVITIES ESSENTIAL TO THE MAINTENANCE
AND OPERATION OF A U.S. EMBASSY HERE.

I BELIEVE THAT BY FY-1980 IT MIGHT BE POSSIBLE TO
ELIMINATE OUR REGIONAL SECURITY OFFICER POSITION AND STILL
MEET AT LEAST MINIMAL POST SECURITY REQUIREMENTS, SINCE THE
INCUMBENT RSO HAS EMBARKED ON A MAJOR STRENGTHENING OF POST
SECURITY WHICH SHOULD BE COMPLETE BEFORE THE END OF FY-1979;
THEN IT MIGHT BE POSSIBLE TO ENSURE OUR SECURITY NEEDS MAINLY
BY EMPHASIZING MAINTENANCE OF EXISTING SECURITY ARRANGEMENTS.
ADOPTION OF THIS SUGGESTION WOULD INVOLVE A GREATER
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FUTURE ROLE IN SY MATTERS BY THE ADMINISTRATIVE
OFFICER AND GSO, USE OF A SEABEE AT LEAST ON A ONE-
WEEK-PER-MONTH BASIS, AND BEING ABLE TO KEEP ANOTHER
RSO ON CALL, PERHAPS FROM EMBASSY WARSAW, ESPECIALLY
TO DEAL WITH INVESTIGATORY PROBLEMS. THIS APPROACH
SHOULD BE CONSIDERED IN CONJUNCTION WITH PRAGUE 1105.
A SECOND POSSIBILITY IN THE PACKAGE I EXERCISE

WOULD BE COMBINING

THE POLITICAL AND ECONOMIC/COMMERCIAL SECTIONS INTO A SINGLE POL/EC UNIT AND DROPPING THE CURRENT JUNIOR POLITICAL OFFICER POSITION. THIS PROPOSAL WOULD REQUIRE ASSIGNMENT OF SOME ROUTINE POL ACTIVITIES (CONTROL OFFICER DUTIES, PREPARATION OF MEMORANDA, SPOT REPORTING, ETC.) TO THE JUNIOR COMMERCIAL OFFICER POSITION. THE AMBASSADOR, AND ESPECIALLY THE DCM, WOULD ALSO HAVE TO TAKE UP SOME OF THE SLACK. THIS APPROACH ALSO SHOULD BE REVIEWED IN CONJUNCTION WITH PRAGUE 1105.

COMBINING STATE, ICA AND DAO MOTOR POOLS WOULD ALLOW ELIMINATION OF TWO DRIVERS. A GSO REORGANIZATION WITH A SHIFT TO CONTRACT WORK WOULD PERMIT RETIREMENT OF A BUILDING MAINTENANCE SUPERVISOR. REPLACEMENT OF OUR

IBM MAG II EQUIPMENT WITH A MORE MODERN AND FLEXIBLE MACHINE AND GREATER RELIANCE ON PART-TIME HELP, WOULD MAKE POSSIBLE A CUT-BACK IN ONE WORK PROCESSING CENTER ASSISTANT.

4. RESOURCE REQUIREMENTS

	FY '78	FY '79	THIS PACKAGE ONLY	FY '80 CUMULATIVE
OFFICERS	14	14	12	12
STAFF	7	7	7	7

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FSL'S	45	42	38	38
TOTALS	66	63	57	57

5. GIVEN CZECHOSLOVAKIA'S LOCATION ON THE NATO-WARSAW PACT FRONT LINE AND THE CONSIDERABLE COMPETENCE OF CZECH SECURITY FORCES, WE FULLY REALIZE THE IMPORTANCE OF AN EFFECTIVE PROGRAM OF POST SECURITY. BUT I BELIEVE THAT CARRYING FORWARD OUR SECURITY PROGRAM, BEGINNING IN BY-1980, THROUGH THE COMBINED EFFORTS OF THOSE MENTIONED ABOVE MIGHT WELL MEET ESSENTIAL REQUIREMENTS.

ELIMINATION OF THE JUNIOR POLITICAL OFFICER SLOT IN A COMBINED POL/EC SECTION WOULD MATERIALLY WEAKEN OUR ALREADY VERY LEAN SUBSTANTIVE COMPLEMENT. GIVEN THE PRIORITY IMPORTANCE OF POLITICAL AND POLITICO-MILITARY ISSUES HERE IN PRAGUE, I WOULD BE RELUCTANT TO MAKE THIS REDUCTION. FOR SOME TIME THE DEPARTMENT HAS BEEN STRESSING THE IMPORTANCE OF CHIEFS OF MISSION AND DCM'S FOREGOING SO MUCH ATTENTION TO SUBSTANTIVE MATTERS AND SPENDING MORE TIME ON MANAGEMENT, BUT THIS PROPOSAL WOULD NECESSARILY REQUIRE THE FRONT OFFICE OF THE EMBASSY TO SPEND MORE TIME ON POLITICAL REPORTING.

AS FOR SUGGESTED REDUCTIONS OF FSWOPET SONNEL,

WHILE WEAKENING OUR ABILITY TO COPE WITH MULTITUDINOUS REQUIREMENTS, THEY MIGHT NONETHELESS PROVE TOLERABLE.

1. CZECHOSLOVAKIA

2. PACKAGE II OF III

3. AT THIS LEVEL WE WOULD RESTORE OUR JUNIOR POLITICAL OFFICER SLOT WITH THE SUBSTANTIVE BENEFITS THAT ARE OBVIOUS. ONE DRIVER AND THE WORD PROCESSING ASSISTANT WOULD ALSO BE RESTORED PROVIDING MORE FLEXIBILITY IN ADMINISTRATIVE SUPPORT.

4. RESOURCE REQUIREMENTS
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	FY '78	FY '79	THIS PACKAGE ONLY	FY '80 CUMULATIVE
OFFICERS	14	14	1	13
STAFF NR	7	7		7
FSL'S	45	42	2	40
TOTALS	66	63	3	60

5. WHILE MOST EMBASSY SECURITY ACTIVITIES COULD CONTINUE LARGELY UNAFFECTED AT THIS LEVEL, ONGOING TECHNICAL MAINTENANCE REQUIREMENTS WOULD NOT BE COVERED IN AS MUCH DEPTH AS IS CURRENTLY POSSIBLE.

1. CZECHOSLOVAKIA

2. PACKAGE III OF III

3. SINCE THE EARLY 1950'S, WHEN AMBASSADOR ELLIS 9. BRIGGS SUSTAINED THE CELEBRATED FORCED HALVING OF HIS STAFF -- WHICH HE SUBSEQUENTLY CAME TO WELCOME -- THE SIZE OF THE U. P. MIYZNKIXIN THIS STRATEGICALLY LOCATED COUNTRY HAS BEEN SMALL BUT EFFECTIVE. BY RESTORING THE FULLTIME RSO AND TWO LOCALS, ALL CURRENT ACTIVITIES IN SUPPORT OF U.S. GOALS COULD BE CONTINUED.

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R 291230Z APR 78

FM AMEMBASSY PRAGUE

TO SECSTATE WASHDC 5246

UNCLAS SECTION 2 OF 3 PRAGUE 1104

4. RESOURCE REQUIREMENTS

	FY '78	FY '79	THIS PACKAGE ONLY	FY '80 CUMULATIVE
OFFICERS	14	14	1	14
STAFF	7	7		7
FSL'S	45	42	2	42
TOTALS	66	63	3	63

5. WE BELIEVE THAT ALL CURRENT ACTIVITIES CAN BE EFFECTIVELY CONTINUED AT THIS LEVEL, ESPECIALLY WHILE THE EMBASSY MAINTAINS WHAT HAS BEEN A HOLDING PATTERN IN OUR BILATERAL RELATIONS HERE. MOREOVER, WE SHOULD ALSO BE ABLE TO COPE SATISFACTORILY WITH INEXORABLE MARGINAL INCREASES IN OUR COMMERCIAL, CONSULAR, AND P&C PROGRAMMING. HOWEVER, IF AND WHEN A BREAKTHROUGH IN OUR BILATERAL RELATIONS OCCURS, AS A RESULT OF A SETTLEMENT OF POSTWAR AMERICAN PROPERTY CLAIMS, THE DEPARTMENT MUST EXPECT A SUBSTANTIAL EXPANSION OF OUR OVERALL RELATIONS WITH CZECHOSLOVAKIA. FOR FOLLOWING A CLAIMS SETTLEMENT, EFFORTS WOULD PROBABLY GET UNDER WAY RATHER SOON TO NEGOTIATE A LONGTERM TRADE AGREEMENT, WHICH COULD LEAD TO EXTENSION OF MFN AND EX-IM UNCLASSIFIED

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CREDITS TO CZECHOSLOVAKIA -- WITH ALL THAT THESE WOULD IMPLY FOR GREATER TRADE. AT THE SAME TIME, WE WOULD ALSO EXPECT TO MOVE TOWARD REOPENING CON GEN BRATISLAVA. AND THERE WOULD DOUBTLESS BE A CONSIDERABLE INCREASE IN CULTURAL AND SCIENTIFIC EXCHANGES -- WHICH, IN FACT, WOULD BE STIMULATED BY THE PROBABLE IMPLEMENTATION OF THE CURRENT DRAFT EXCHANGES AGREEMENT. POLITICAL TIES, HOWEVER STRAINED THEY ARE LIKELY TO CONTINUE TO BE, WOULD PROBABLY ALSO DEVELOP QUANTITATIVELY.

6. OUR OWN RECOMMENDATIONS, IN LIGHT OF ALL THE ABOVE AND TAKING INTO ACCOUNT PRAGUE 1105, WOULD BE AS FOLLOWS: (A) THAT BEARING IN MIND THE STAFFING CUTS WE HAVE ALREADY EXPERIENCED OVER THE YEARS, INCLUDING THE THREE FSL POSITIONS RELINQUISHED IN RECENT MONTHS, THE EMBASSY STRONGLY BELIEVES IT SHOULD MAINTAIN ITS CURRENT LEVEL AS SET FORTH IN PACKAGE III; (B) THAT IF THE BUREAU NONETHE- LESS DETERMINES REDUCATIONS ARE NECESSARY HERE, THEN OUR FIRST FALLBACK SUGGESTION WOULD BE TO EFFECT AN ADDITIONAL REDUCTION OF THE FOUR FSL POSITIONS MENTIONED IN PACKAGE I; (C) THAT IF NEITHER (A) NOR (B) IS SATISFACTORY, EMBASSY WOULD RELUCTANTLY SUGGEST CONSIDERATION OF REDUCTION OF ONE AMERICAN POSITION AND TWO FSL'S BY ELIMINATING THE RSO POSITION AND TWO LOCALS AS PROPOSED IN PACKAGE II.

7. WHILE PERSONNEL AND FUNDING LEVELS ARE GENERALLY ADEQUATE IN PRAGUE, INFLATIONARY INCREASES FOR MAINTENANCE, RENTS AND UTILITIES ARE TO BE EXPECTED. WE HAVE FOUND THAT OPERATING OVER THE YEARS AT THE BARE MINIMUM FUNDING LEVEL FOR EQUIPMENT, SPACE, AND ADMINISTRATIVE OPERATIONS HAS TAKEN ITS TOLL, AND WE HAVE EMBARKED ON A BROAD CAMPAIGN TO IMPROVE ALL ASPECTS OF EMBASSY OPERATIONS. THIS NATURALLY MEANS UNCLASSIFIED

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MORE MONEY AND WE ARE MOST APPRECIATIVE OF THE BUREAU'S AND FBO'S DEMONSTRATED WILLINGNESS TO HELP US IN THIS REGARD. WE BELIEVE THAT ONCE EVERYTHING HAS BEEN PUT IN ORDER WE CAN DROP BACK TO A MAINTENANCE LEVEL OF FUNDING BUT UNTIL THAT POINT IS REACHED A SOMEWHAT HIGHER LEVEL IS REQUIRED. COMMERCIAL, CONSULAR AND REPRESENTATIONAL ACTIVITIES APPEAR TO BE ADEQUATELY FUNDED FOR THE TIME BEING. SHOULD US-CZECHOSLOVAK RELATIONS DRAMATICALLY IMPROVE, STILL MORE PEOPLE AND MONEY WILL DEFINITELY BE NEEDED.

8. II. EVALUATION OF GOALS, OBJECTIVES, AND RESOURCE MANAGEMENT OF ALL AGENCIES WITH PERSONNEL SUBJECT TO AMBASSADOR'S SUPERVISION, COORDINATION AND DIRECTION.

AS WILL BE CLEAR FROM STUDYING PART I, EMBASSY PRAGUE HAS A SMALL STAFF EVEN INCLUDING OUR NON-STATE COMPLEMENT OF 3 AMERICANS IN THE P&C SECTION (2 OFFICERS AND 1 ADMINISTRATIVE ASSISTANT) AND 5 AMERICANS ASSIGNED TO THE DEFENSE ATTACHE OFFICE (2 OFFICERS, 2 NCO'S, AND 1 SECRETARY). SEE PRAGUE 1105.

9. HERE ARE MY THOUGHTS REGARDING THE TWO SPECIFIC QUESTIONS RAISED REFTEL: HOW AND TO WHAT EXTENT DO THE AGENCY'S ACTIVITIES RELATE TO THE MISSION'S APPROVED GOALS? AND WHAT ARE THE AGENCIES PRIORITIES AND THE

AMBASSADOR'S VIEWS ABOUT THEM? I ASSUME DEPARTMENT
WILL CONSIDER OUR VIEWS IN CONJUNCTION WITH GOALS
REPORTED IN PRAGUE 480. WITH RESPECT TO P&C, I BELIEVE
OUR PUBLIC INFORMATION AND CULTURAL AFFAIRS PROGRAMS
ARE WELL GEARED TO SUPPORT NOT ONLY THE EMBASSY'S LONG-
TERM GOALS, WHICH ARE MAINLY POLITICAL, BUT ALSO OUR
MORE IMMEDIATE SPECIFIC OBJECTIVES, WHICH RELATE LARGELY
TO DEVELOPMENT OF BILATERAL RELATIONSHIPS AND TO IM-
PROVEMENT OF MUTUAL UNDERSTANDING. THESE LATTER OBJEC-
TIVES SEEM MANIFESTLY ICA-ORIENTED, AND I HAVE FOUND OUR
LOCAL P&C ACTIVITIES ALONG THESE LINES OF UNUSUAL
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VALUE.

10. AS FOR DAO ACTIVITIES, THEY FIT HAND-IN-GLOVE WITH
OUR PRIMARY LONGTERM GOAL, AS SET FORTH IN THIS YEAR'S
GOALS/OBJECTIVES STATEMENT. THEY ALSO RELATE
INDIRECTLY TO OUR SECOND GOAL, BUT HAVE NO PARTICULAR
BEARING ON OUR THIRD. I REGARDNBHE MISSION'S POLITICO-
MILITARY ACTIVITIES AS OUR SINGLE MOST IMPORTANT FUNCTION
AND HAVE BEEN VERY SATISFIED WITH DAO'S STEADFAST
SUPPORT FOR THE EMBASSY'S LONGTERM POLITICAL EFFORTS.

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FM AMEMBASSY PRAGUE
TO SECSTATE WASHDC 5247

UNCLAS SECTION 3 OF 3 PRAGUE 1104

11. WITH RESPECT TO STAFFING LEVELS, I BELCVE P&C
HAS THE RIGHT-SIZE COMPLEMENT TO ACCOMPLISH ITS WORK,

WHICH AT TIMES REQUIRES EXTRAORDINARY MANEUVERING TO GET THINGS DONE DUE TO THE LESS THAN FRIENDLY RELATIONSHIP WE HAVE WITH THE HUSAK REGIME. DAO, IN MY VIEW, HAS HAD SOMEWHAT MORE STAFF THAN WOULD APPEAR ABSOLUTELY ESSENTIAL. WHILE DATT AND ARMATT REGULARLY WORK UNCONSCIONABLE HOURS -- NEARLY 60 HOURS OR MORE PER WEEK, AND VIRTUALLY NON-STOP ON MANY OCCASIONS-- THE OFFICE STAFF OF 2 NCO'S PLUS A FULLTIME SECRETARY HAS CLEARLY THE LIGHTEST LOAD IN THE EMBASSY, AND IN MY JUDGMENT, MIGHT WELL BE TRIMMED BY ONE POSITION. INDEED, THE EMBASSY HAS RECURRENTLY MADE THIS PRECISE SUGGESTION.

12. AFTER REVIEWING STATE AND OTHER AGENCY ACTIVITIES SPECIFIED ABOVE, I WOULD LIST IN THE FOLLOWING RANK ORDER THOSE USG ACTIVITIES CURRENTLY UNDER WAY IN CZECHOSLOVAKIA WHICH I ESTIMATE TO FALL WITHIN THE 10 PERCENT OF OUR ACTIVITIES THAT ARE LEAST IMPORTANT:

--EXPLAIN US POLICY ON NORTH-SOUTH ISSUES. HKD THE EMBASSY HAS ALREADY REPORTED, WE SEE LITTLE PURPOSE IN DEVOTING MANY RESOURCES TO THIS OBJECTIVE. THE WAY TO BRING CZECHOSLOVAKS AROUND, AT LEAST TO A DEGREE, ON UNCLASSIFIED

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NORTH-SOUTH PROBLEMS IS PERFORCE THROUGH MOSCOW. IF DEPARTMENT OFFICERS IN WASHINGTON OR AMEMBASSY OFFICERS IN MOSCOW CAN PURSUADE THE SOVIETS TO TAKE MORE FLEXIBLE POSITIONS ON THESE PROBLEMS, THE CZECHS WILL FALL READILY INTO LINE.

-- DIMINISHING MEDIA ATTACKS. WE FIND THAT DESPITE MANY RECURRENT DEMARCHES AND PROTESTS, VIRTUALLY THROUGHOUT THE POSTWAR ERA, EMBASSY EFFORTS TO EFFECT A GENUINE DIMINUTION OF MEDIA ATTACKS AGAINST THE UNITED STATES ARE LARGELY (IF NOT TOTALLY) FRUITLESS. THUS, WE BELIEVE THIS ACTIVITY COULD BE TRIMMED DOWN TO A MUCH LESS INTENSIVE EFFORT.

13. IN CONCLUSION, I WOULD LIKE TO ADD THAT I PLAN TO TRANSMIT IN THE NEAR FUTURE A FURTHER MESSAGE ON VARIOUS ASPECTS OF IMPORTANT ADMINISTRATIVE QUESTIONS RAISED IN THE ZBB EXERCISE.

BYRNE

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